

Arkansas post national memorial

Strategic plan
2001-2005



The Government Performance and Results Act of 1993 required each federal agency to prepare a strategic plan and present it to congress by October 1997. Because each unit of the national park system has individual legislation, each park also prepared a park-specific strategic plan in addition to the agency's broad plan. This Strategic Plan for Arkansas Post National Memorial reflects the changes and updates from the groundwork laid out in the original plan submitted in 1997. This updated plan covers the five-year period from October 2000 to September 2005. The law requires that Strategic Plans be revisited approximately every three years so this current plan will be revised before October 2003.

This plan is patterned after the Servicewide Strategic Plan of the National Park Service. In order to evaluate our performance as an agency, each national park unit will be contributing toward those Servicewide (agency) long-term goals. To simplify the tallying process, the park's long-term and Servicewide long-term goals have identical numbers. Not all Servicewide long-term goals, however, are applicable to Arkansas Post National Memorial, thus the apparent discrepancies in the numbering system.

Another factor to keep in mind when comparing this and the previous strategic plan is recent legislation. In October 1997, the Congress expanded Arkansas Post National Memorial to include the former Quapaw village of Osotuoy, also known as the Menard/Hodges site. The size of the park has doubled from the park that was covered in the 1997 version of this Strategic Plan.

The staff of Arkansas Post National Memorial welcomes public comment on this and future strategic plans. Please contact us at:

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or better yet, come by and visit this beautiful gem of the Delta.

Strategic plan

2001 - 2005

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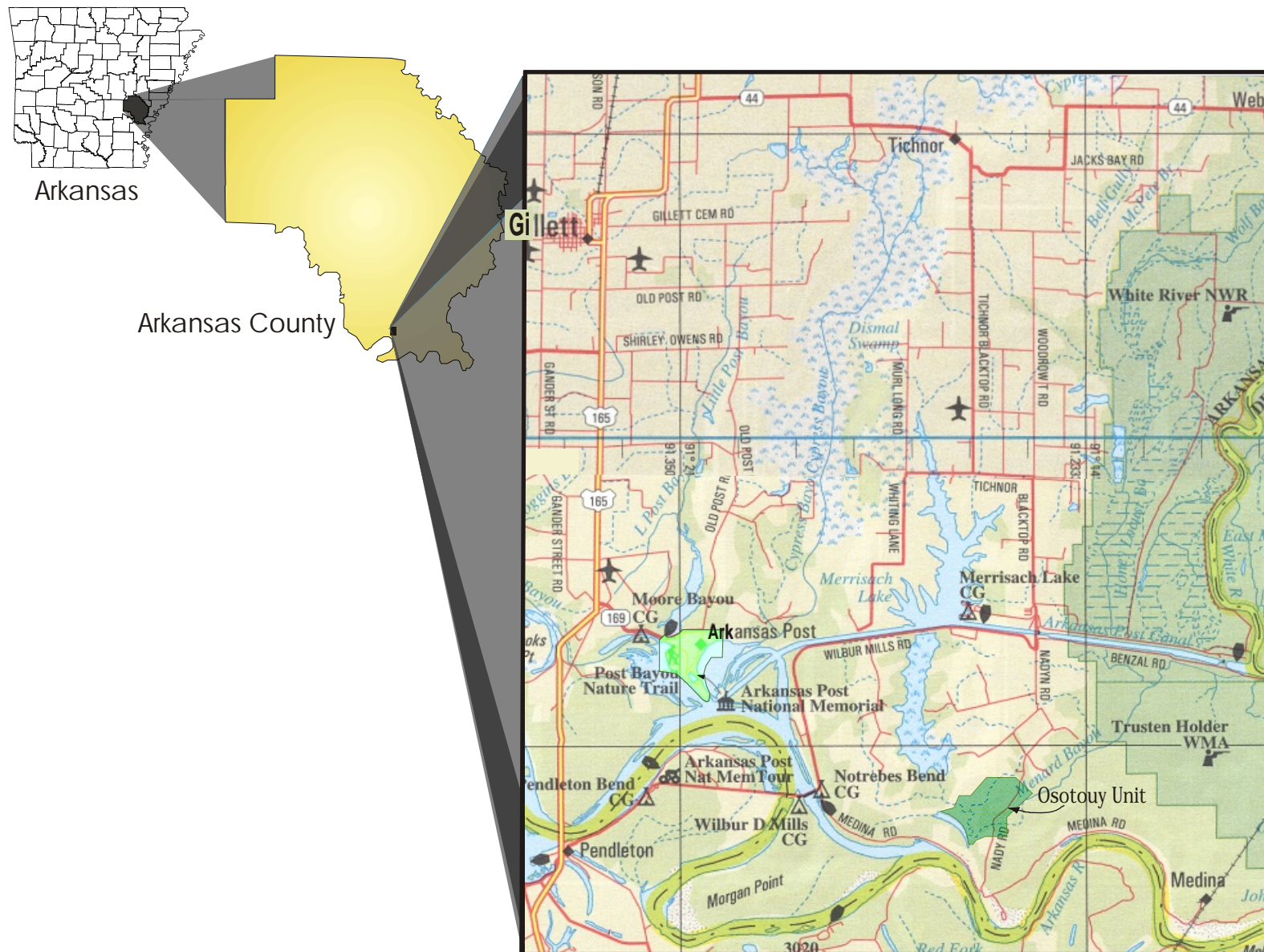
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Mission

Arkansas Post National Memorial commemorates the first European settlement in the lower Mississippi Valley and the events associated with that milestone by interpreting and fostering an appreciation of that history, preserving the cultural and natural resources therein, and promoting resource stewardship through education.



Park Location Map



Purpose Statement

The following statements describe the primary reasons for which the memorial was created. They influence management priorities and are central to decisions about how the memorial should be developed and managed.

The purposes of Arkansas Post National Memorial are to:

- ❖ preserve for scientific study, public appreciation and benefit, and access by traditionally associated groups, the evidence of early contact and continued interaction between the French, Spanish, British Empires, and the American Indians and Americans in the lower Mississippi Valley;
- ❖ preserve and protect the memorial's cultural and natural resources for use and enjoyment by present and future generations;
- ❖ interpret and commemorate the peoples and their cultures that inhabited the successive Arkansas Posts and American Indian communities;
- ❖ interpret to the public how geography and natural resources combined with the forces of the global economy, politics, and social forces at Arkansas Post to create a rich heritage and lasting living legacy for the nation; and,
- ❖ provide for enjoyment and recreational use of the memorial compatible with the preservation and protection of the memorial's cultural and natural resources.

Significance Statement

The complex story of Arkansas Post involves historical events. Power struggles among the diverse cultures who lived on the first high ground, located on the southern edge of the Grand Prairie, above the confluence of the Arkansas and Mississippi Rivers provide much of this history. Control of this area, rich in natural resources, was the subject of conflicts, alliances, and interactions among various groups -- the Quapaw, French, Spanish, English, and Americans in particular.

The trading post that Henri de Tonti established at the friendly Quapaw village of Osotuoy in 1686 began a period of occupation by France. In 1763, control passed to Spain as a means to prevent the possibility of a British takeover when France lost the "French and Indian War." Thirty-seven years later (in 1800) control was transferred back to Republican France. During all of these changes the British periodically exerted pressure from the east. The strong alliance between the French and the Quapaw was built on a foundation of trade, and benefited both groups. The British influence was strongly highlighted when a group of partisans unsuccessfully attacked the Spanish-controlled Arkansas Post in one of two incidents of the Revolutionary War fought west of the Mississippi.

The symbiotic relationship between the French and Quapaw continued until the Louisiana Purchase was executed in 1803. By then, the frontier community of Arkansas Post had grown into a thriving riverport, which, in 1819 became the first capital of the Arkansas Territory. Although the town underwent some decline during the mid-19th century, it served as a major cotton-shipping center. The Battle of Arkansas Post during the Civil War (1863) focussed attention once again on the strategic importance of controlling the confluence of the two rivers. During that battle Union gunboats destroyed much of the remaining town in a land and water assault on the nearby Confederate earthworks. Following that decisive Union victory the town was never rebuilt.

Despite serious erosion caused by flooding, the memorial's present acreage includes archeological remnants from pre-European influence through the French and Spanish colonial eras, the mid-18th century townsite up to and including the Civil War earthworks. Remnants of the rural farming period and still more recently the State Park period (1929-1964) are evident at the Memorial. These fragments of history endure in a park setting abundant with wildlife in hardwood bottomland forest, bayou, and swamp habitats.

This significance is summed up in the following statements:

- ❖ Arkansas Post was the first permanent European settlement (Osotouy unit) and its successors in the lower Mississippi Valley.
- ❖ Arkansas Post represents in a tangible way, the struggle by European powers for dominance in the lower Mississippi Valley.
- ❖ Arkansas Post reflects the establishment of the United States authority over Louisiana Purchase territory in the lower Mississippi Valley above present-day New Orleans.
- ❖ Arkansas Post was the site of a Civil War battle that opened the way for union dominance in Arkansas and the lower Mississippi Valley.
- ❖ Arkansas Post serves as a nesting and rest area used by neotropical migratory birds. This memorial contains bird habitat that is diminishing along the flyway.
- ❖ The Osotouy site, a Quapaw heritage site and a National Historical Landmark, represents the spiritual center of the Quapaw tribal homeland and represents the culture of these American Indians as it existed in the late seventeenth century.
- ❖ The Osotouy site is the largest known civic-ceremonial site of the Mississippian culture along the lower Arkansas River.

- ❖ Arkansas Post served as a major temporary internment point along the water route on the "Trail of Tears," a National Historic Trail.
- ❖ The Osotouy site represents an archeological area consisting of Woodland, Mississippian, Quapaw and European cultural resources with a high degree of integrity over a long period of time. As the first high ground west of the Mississippi River, the site was particularly favored as a habitation site.



Guiding Principles

To achieve its mission, Arkansas Post National Memorial follows these principles:

- ❖ Excellent Service: Providing the best possible service to park visitors and partners.
- ❖ Productive Partnerships: Collaborating with federal, state, tribal, and local governments, private organizations, and businesses to work toward common goals.
- ❖ Citizen Involvement: Providing opportunities for citizens to participate in the decisions and actions of the park.
- ❖ Heritage Education: Educating park visitors and the general public about their history and common heritage.
- ❖ Outstanding Employees: Empowering a diverse workforce committed to excellence, integrity, and quality work.
- ❖ Employee Development: Providing developmental opportunities and training so employees have the "tools to do the job" safely and efficiently.
- ❖ Wise Decisions: Integrating social, economic, environmental, and ethical considerations into the decision-making process.
- ❖ Effective Management: Instilling a performance management philosophy that works towards common goals fostering creativity, focusing on results, and requiring accountability at all levels.

Goal Relationships

The Department of the Interior established five broad goals that encompass its major responsibilities.

- Protect the environment and preserve our nation's natural and cultural resources.
- Provide recreation for America.
- Manage natural resources for a healthy environment and a strong economy.
- Provide science for a changing world.
- Meet our Trust responsibilities to Indian Tribes and our commitments to Island communities.

The strategic goals of the National Park Service (NPS) and Arkansas Post National Memorial are consistent with and contribute primarily to the Department of the Interior's Goal 1, to protect the environment and preserve our nation's natural and cultural resources, and Goal 2, to provide recreation for America.

All NPS natural and cultural resources goals (including those appropriate to Arkansas Post National Memorial) relate to Departmental Goal 1. The NPS and Arkansas Post goals for visitor satisfaction and understanding relate to Departmental Goal 2.

Servicewide external partnership goals relate to Departmental Goals 1 and 2. NPS goals for ensuring organizational effectiveness do not directly relate to departmental goals.

Arkansas Post National Memorial goals are consistent with and relate to appropriate NPS Servicewide goals. A common designation (numbering system) is followed between the Park and Servicewide goals to provide a consistency between plans that allows data to be combined with other NPS units during annual accomplishment summaries and the annual performance report.



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Goal Category I : Preserve Park Resources

Category I goals reflect the NPS Organic Act mandate "to conserve the scenery and the natural and historic objects and the wild life therein." Since that time, subsequent legislation has reinforced and expanded NPS authority to preserve America's treasures for this generation and generations to come.

All NPS goals on natural and cultural resource preservation in parks and the acquisition of knowledge from and about the resources are included here.

Mission Goal Ia: Natural and cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.

Encompassing both natural and cultural resources, this mission goal includes the concepts of biological and cultural diversity. The broader ecosystem and cultural context includes both natural systems and cultural systems that extend beyond park boundaries to nearby lands. Park cultural context refers to ensuring that park resources are preserved and interpreted in relationship to other historical events and cultural processes.

Arkansas Post National Memorial will protect, restore, and maintain these resources in the coming five years to ensure they are in good condition.

Long-term Goals to be achieved by September 30, 2005:

I a1. Disturbed Lands/Exotic Plant Species: I a1A 14% of targeted parklands, disturbed by development or agriculture, as of 1999 [10 of 70 acres] are restored; and I a1B exotic vegetation on 10% of targeted acres of parkland is contained [70 of 700 acres].

Park lands, where natural processes have been significantly altered by past land use and agricultural practices, must be restored to their natural condition. Impacts from land-use practices (including disturbances from grazing, farming and roads) directly affect other natural resources and can result in severe and persistent changes to habitat conditions and ecosystem functions. By restoring these parklands, the park can help accelerate the recovery of the biological and physical components of the ecosystem (including soils, vegetation, and the geomorphic and hydrologic settings).

Exotic (nonnative) plant species also threaten parks because they often replace native species, disrupt natural processes, and otherwise destroy natural systems. By eliminating or geographically containing the targeted species, the park can help restore the natural system.

I a2X. Native Species of Special Concern: The population of alligators (state-listed threatened species) are at scientifically acceptable levels in Arkansas Post National Memorial.

This goal captures park efforts to manage alligators that are not federally listed as threatened, endangered, or nonnative. This species is identified in the park resource management plan as having special significance to the park.

I a4. Water Quality: Arkansas Post National Memorial has unimpaired water quality.

This goal will reduce the amount of water pollution in park waterbodies that impacts drinking water, recreational uses, fisheries, and other aquatic life.

I a5. Historic Structures: 100% [7 of 7] of the historic structures listed on the 1999 List of Classified Structures at Arkansas Post National Memorial are in good condition.

The seven structures at Arkansas Post National Memorial are in good condition as of 1999. This goal addresses the need to maintain these structures in good condition. Maintaining these structures in good condition supports the National Historic Preservation Act and the cultural resource integrity of the national park system.

I a6. Museum Collections: 75% (251 of 335) of preservation and protection standards for park museum collections are met at Arkansas Post National Memorial.

Park environmental, security, and fire protection conditions necessary to preserve and protect museum objects are identified on the NPS "annually Checklist for Preservation and Protection of Museum Collections." As of 1999, 64.4% of the conditions on the checklist were met at the park. The park will increase that to 75%.

I a7. Cultural Landscapes: The Cultural Landscape at Arkansas Post National Memorial will be inventoried and added to the NPS Cultural Landscapes Inventory. 15% of that Landscape will be in good condition.

They also illustrate the relationships between park cultural and natural resources.

I a8. Archeological Sites: 100% of the recorded archeological sites at Arkansas Post National Memorial with condition assessments are in good condition. (FY 1999 baseline: 2 of 2)

A site in "good condition" is stable and not deteriorating due to natural processes, such as erosion, or due to human impacts, such as vandalism. This goal increases the number of recorded archeological sites listed in the 1999 Archeological Sites Management Information System in good condition to 100%.



Mission Goal I b: Arkansas Post National Memorial contributes to knowledge about natural and cultural resources and their associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

The park has fundamental information needs for making decisions about managing its natural and cultural resources. It also contributes to scholarly and scientific research. The park must routinely use scholarly and scientific research and must consult with park-associated communities. Park resource-based or research-based decision making is included here.

I b1. Natural Resource Inventories: The Servicewide goal is to acquire or develop 87% [2,203 of 2,527] of the outstanding data sets identified in 1999 of basic natural resource inventories for all parks. Arkansas Post National Memorial is included within this total, but the actual collection and acquisition of the data sets will not be reported independently for the park so this goal will not be included in this plan.



Long-term Goals to be achieved by September 30, 2005:

I b2. Cultural Resource Baselines: I b2C 100% of the historic structures at Arkansas Post National Memorial on the FY1999 List of Classified Structures (LCS) have updated information in their LCS records; I b2E the number of Arkansas Post National Memorial ethnographical resources inventoried, evaluated and entered on the NPS Ethnographic Resources Inventory (ERI) is increased from zero in FY 1999 to 15 (100% increase).

Knowledge about cultural resources and their conditions is crucial to preserving them. Cultural resource databases document historic and prehistoric structures (List of Classified Structures), museum collections (Automated National Catalog System), cultural landscapes (Cultural Landscapes Automated Inventory Management System), archeological sites (Archeological Sites Management Information System), ethnographic resources (Ethnographic Resources Inventory), and historical research (Cultural Resources Bibliography).

The park inventories and evaluates these resources, their condition and significance, making the information accessible for research, interpretation, planning, and decision making.

I b3. Vital Signs: Vital signs for natural resource monitoring at Arkansas Post National Memorial are identified.

Vital signs indicate key ecological processes that collectively show ecosystem health. They include keystone species, keystone habitats, or key processes such as nutrient cycling or hydrologic regimes.

Identifying vital signs of park ecosystems and the well-being of other resources of special concern allows tracking the status and trends of park natural resources. On this basis the park can define "healthy" conditions of park resources, identify recommended treatments, and propose remedial and mitigating actions.

Goal Category II: Provide for the Public Enjoyment and Visitor Experience of Parks

Category II goals reflect the NPS Organic Act "to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." In 1999, approximately 287 million visitors enjoyed the national parks. All park goals for visitor satisfaction and understanding are included here.

Mission Goal II a: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

Every visitor should enjoy parks and their resources. Such enjoyment and safety are affected by the quality of park programs, facilities, and services, whether provided by the NPS or a contractor. Availability of park facilities, services, and recreational opportunities refers to locations and scheduling that fit visitor needs. These also play an important role in the overall satisfaction of visitors.

Diversity of facilities and services refers to a range of appropriate recreational opportunities for park visitors. Quality of facilities and services refers to well-presented, knowledge-based orientation, interpretation, and educational programs. Appropriate recreational opportunities are consistent with the park's purpose and management and do not harm park resources or visitors.

Long-term Goals to be achieved by September 30, 2005:

II a1. Visitor Satisfaction: 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

People visiting parks should enjoy both their activities and the facilities. Park facilities and services include roads and trails, the water system, restrooms and the visitor center. Visitor surveys and focus groups evaluate specific aspects of park visits to provide critical information in managing these facilities and services. "Satisfied Visitors" are those who rate park facilities, services and recreational opportunities as "good" or "very good." Data from the 1998 survey of parks shows an overall satisfaction rate of 95%, with a statistical margin of error of 6%. Arkansas Post National Memorial will maintain this rating (within the statistical margin of error) for the next five years.

II a2. Visitor Safety: The visitor accident /incident rate at Arkansas Post National Memorial is maintained at zero.

About 65 thousand recreational visits to Arkansas Post National Memorial occurred in FY1999. All visitors should have safe park experiences, free from injuries or fatalities. The park must maintain vigilance to assure that potential safety hazards are corrected

Mission Goal II b: Park visitors and the general public understand and appreciate the preservation of the park and its resources for this and future generations.

Visitor understanding reflects quality experiences, from enjoying the park and its resources to understanding why the park exists and recognizing the significance of its resources. Showing the value of the park to today's visitors helps ensure that the park and their resources will be available for the enjoyment of future generations.

Long-term Goals to be achieved by September 30, 2005:

II b1. Visitor Understanding and Appreciation: 86% of visitors understand and appreciate the significance of Arkansas Post National Memorial.

Visitors learn much about this Nation's cultural and natural heritage from parks. This goal measures visitor understanding and appreciation of the park's meaning and resources. Park efforts to provide visitors information, orientation, interpretation, and education help them discover the park's most significant meanings and make connections between the tangible natural and cultural resources and the park's intangible values.

This goal measures visitor understanding (grasping a park's meaning) and appreciation (valuing a park and its resources) through feedback from visitor surveys (the Visitor Survey Card Project) and focus groups. These surveys sample visitors' understanding of the significance of the park they visit. Data from the 1998 survey of parks show an overall rate of 75%. Arkansas Post National Memorial will increase its rate to 86% understanding.

II b1X. Educational Programs: 70% of 1000 students participating in Arkansas Post National Memorial formal educational programs understand America's cultural and natural heritage as preserved by the National Park Service and its Programs.

Curriculum-based programs link park themes to national standards and state curriculums and involve educators in planning and development. They can help students of all ages better understand the importance of parks what they tell and show of the country's heritage. These programs usually include pre-visit and post-visit materials, address different learning styles, include an evaluation mechanism, and provide learning experiences linked directly to clear objectives.



Goal Category III : Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

Working with its partners, the NPS manages many preservation and recreation programs. These programs protect resources such as properties listed on the National Register of Historic Places, Wild and Scenic Rivers, National Trails, National Historic Landmarks, National Natural Landmarks, and heritage and recreation areas. Generally outside park boundaries and not directly managed by the NPS, these legislated formal partnership programs receive NPS support through federal funding, incentives and technical assistance.

Category III goals relate to the partnership programs legislated under the National Historic Preservation Act, the Historic Sites Act, the Land and Water Conservation Fund Act, the Wild and Scenic Rivers Act, and others. These programs in historic preservation, conservation, and recreation help the NPS fulfill its mission.

Arkansas Post National Memorial does not administer partnership programs as identified in these terms and thus will not report to goals in this category.

Goal Category I V: Ensure Organizational Effectiveness

To be a successful organization, Arkansas Post National Memorial must be effective and efficient by managing its financial and human resources and by garnering additional resources. The park must have systems and programs that support its employees, volunteers, and partners. It must find ways to increase its financial and human resources. Category I V goals support the park mission by improving its organizational effectiveness. These goals measure workplace standards, such as diversity and competency levels, as well as program execution efficiencies.

I Va3: Workforce Development and Performance: I Va3A 100% of employee performance agreements at Arkansas Post National Memorial are linked to appropriate strategic and annual performance goals and position competencies.

This goal directly connects individual performance to organizational outcomes by linking performance agreements with annual performance goals.

I Va4. Workforce Diversity: Increase the park representation of underrepresented groups over the 1999 baseline: I Va4A by 15% in the 9 targeted occupational series in the permanent workforce; I Va4B by 15% of women and minorities in the temporary and seasonal workforce; I Va4C by 10% of individuals with disabilities in the permanent workforce; and I Va4D by 10% of individuals with disabilities in the seasonal and temporary workforce.

Arkansas Post National Memorial will recruit, hire, develop, promote, and retain a qualified, highly-skilled, and dedicated workforce that reflects the rich diversity of our national parks and nation. Such diversity ensures employees in all occupations and grade levels are valued and provides the opportunity for everyone to work at their full potential, whether they are permanent, temporary/seasonal, or disabled employees.

I Va6. Employee Safety: I Va6A The Arkansas Post National Memorial employee lost time injury rate will be maintained at zero; and I Va6B the park total number of hours of Continuation of Pay (COP) will be maintained at zero.

By maintaining a safe and healthful working environment and promoting safe work practices, the park helps prevent mishaps that result in employee injury and illness. This requires an extensive, multi-faceted program that involves all employees. If mishaps occur, the park will return the employee back to work as soon as medically able to reduce time off the job.

Mission Goal IVb: Arkansas Post National Memorial increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

The park will pursue maximum public benefit through contracts, cooperative agreements, contributions, and other alternative approaches to support park operations and partnership programs. Partners include nongovernment organizations such as Friends Groups, foundations, and Eastern National, as well as federal, state, and local government organizations.

Long-term Goals to be achieved by September 30, 2005:

IVb1. Volunteer Hours: Increase by 300% the number of volunteer hours [from 243 hours in 1997 to 730 hours in 2005].

The Arkansas Post National Memorial Volunteer-in-Parks [VIP] program annually contributes over 200 hours of support to the park. Since 1997, volunteers have increased by 100 individuals (from 100 to 200) and each year VIPs ranging from young children to senior citizens provide varied talents and skills to the park.

I Vb2. Donations and Grants: I Vb2A Cash donations are increased by 50% [from \$3,992 in 1998 to \$6,000]; I Vb2B Value of donations, grants, and services from other organizations is increased to \$20,000 annually; and I Vb2C Value of donations, grants, and services from Eastern National is increased by 15% [from \$1,188 in 1998 to \$1,782 in FY2005].

Since their inception, national parks have benefited from the generosity of private individuals, foundations, and corporations. Arkansas Post National Memorial has benefited from some of this support, but increasingly NPS partners, cooperating associations, Friends Groups, and, at the national level, the National Park Foundation, actively and effectively solicit and otherwise provide private support for the national park system. Achieving this goal at Arkansas Post National Memorial will enhance the ability of the park to increase park and program services and projects.



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Estimated Costs for Implementation

During the five-year life of this Strategic Plan for Arkansas Post National Memorial, the estimated total cost for implementation is approximately \$2.65 million and 50 full-time person-years (FTE).

Operational Process for Plan Implementation

In addition to the development of this Strategic Plan, intended to guide the overall operational direction of Arkansas Post National Memorial for the next five years, other items are required under the Government Performance and Results Act (GPRA) to assure that performance management is practiced throughout the organization.

Annual Performance Plan (APP)

GPRA requires annual performance plans (APP) that articulate the organization's goals and methods for achieving them. The APP outlines what is expected in the coming year(s) to achieve the long-term goals.

The annual performance plan consists of two major parts:

- ❖ a list of annual goals (the outcomes expected to be reached that fiscal year and for four subsequent years) that are tiered from the long-term goals and include the associated performance measures, and
- ❖ An annual work plan (inputs and outputs for the fiscal year) that breaks out the park's activities and resources used to reach the annual goals. A description of how performance measures are validated and verified is also needed.

Annual Goals

Annual goals provide the bridge between conceptual planning, strategic planning, and operational planning and actions. Some long-term goals will be accomplished by a steady incremental achievement of annual goals while others may have several years of annual goals indicating no results (0% toward accomplishment of goal) before having significant results in later years.

Annual Work Plans (AWP)

Annual work plans (AWP) detail how the annual goals will be achieved, in terms of the inputs (funds, FTE, equipment, supplies, and expertise) and outputs (products, services, and activities). They show what work will get done, who will do it, and how. AWP's are the operational, day-to-day reality that makes the goals real. All the outcomes in the world are only unrealized dreams if there are not inputs and outputs to make them happen.

The AWP is a working document for the superintendent and staff to allocate fiscal and human resources, and to assess how well they are doing in accomplishing the annual goals. It will be used routinely in daily decision making.

Schedule for Implementation:

Our budget request, and of use to the Congress in deciding how much money to appropriate for us, it becomes necessary that we do a preliminary annual performance plan nearly two years before a fiscal year begins, for use in the budget formulation process. The final APP for that fiscal year is then done just before the fiscal year begins, mainly for our own use in managing our program for the year. A preliminary APR has to be done just as a fiscal year ends. The Government Performance and Results Act (GPRA) requires that annual performance plans and annual performance reports be submitted to Congress at certain times. Under GPRA the Annual Performance Plan for a given fiscal year needs to be submitted just prior to the start of that fiscal year, and the Annual Performance Report, to assess and adjust a previous fiscal year's performance, does not have to be submitted until six months after that fiscal year has ended. GPRA creates a dilemma: the APR for the fiscal year just ended does not have to be done until after the following year's APP is done. Common sense says the APR should be done, in at least a preliminary form, and used to adjust the following year's APP. Thus, there is a need to do a preliminary APR just as a particular fiscal year ends, so that it can be used to fine tune the APP for the fiscal year just ready to begin.

The National Park Service budget cycle for a given fiscal year actually begins nearly two years prior to the start of the particular fiscal year. A budget call has to be made to the field to allow the Washington Office to formulate a budget request which is then given to the Department of the Interior. The Department reviews it, and passes it back with requested adjustments. After adjustments, the budget is again given to the Department, who gives it to the Office of Management and Budget and it is then submitted to Congress by the President about nine months before the start of the particular fiscal year. The budget is then supposed to be enacted just before that particular fiscal year begins. Congress intends that the Strategic Plan, the Annual Performance Plan and the Annual Performance Report will become the measures they use to assess the success of the NPS in executing the missions they (and the people) want us to achieve. In order for our performance measures to be of use in formulating our budget request, and of use to the Congress in deciding how much money to appropriate for us, it becomes necessary that we do a preliminary annual performance plan nearly two years before a fiscal year begins, for use in the budget formulation process. A preliminary APR has to be done just as a fiscal year ends, so that it can be used to adjust the APP for the new fiscal year. Then, a final APR is done and submitted to Congress by March 31 of the following fiscal year. so that it can be used to adjust the APP for the new fiscal year. Then, a final APR is done and submitted to Congress by March 31 of the following fiscal year.

The preliminary and final Annual Performance Plans and Annual Performance Reports need to be prepared according to the following schedule:

Fiscal Year	Preliminary Ann Perf Plan	Final Ann Perf Plan	Preliminary Ann Perf Report	Final Annual Perf Report
2001	11/98	9/00	8/01	3/02
2002	11/99	9/01	8/02	3/03
2003	11/00	9/02	8/03	3/04
2004	11/01	9/03	8/04	3/05
2005	11/02	9/04	8/05	3/06

The Strategic Plan will be revised about every three years with the next revision due in 2003.

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Program Assessment and Evaluation:

Human and Fiscal Resources

The organizational structure of Arkansas Post National Memorial includes 10 full-time equivalencies (FTE): superintendent; administrative officer; administrative assistant; two park rangers (interpretation); resource management specialist; tractor operator supervisor (facility manager); tractor operator; maintenance worker; laborer. All offices are located at Arkansas Post National Memorial.

Fiscal Resource Profile by Mission Goal categories:

	<u>FY99</u>	<u>FY01</u>	<u>FY05</u>
Goal I ---Natural and Cultural	30%	40%	35%
Goal II --Visitor Services	70%	60%	65%
Goal III -Not Applicable			
Goal IV--Not tallied (done in support of I and II).			

The FTE allocation for the park for fiscal year 2001 is 10. The budget for that fiscal year is estimated at \$532,000.

Key External Factors

A number of external issues affect the mission, management and operation of national parks. Changing demographics of park visitors and the general public challenge us to find new and relevant means of providing interpretive and educational services.

Citizen action and land rights groups will require us to develop effective means of communicating the goals and policies of the National Park Service to such groups and the public with methods that incorporate tactful resolve.

Among the most pressing of the factors that currently influence the management of Arkansas Post National Memorial is the addition of the Osotouy Unit to the park by Congressional action. This addition has more than doubled the acreage within the park boundary and greatly increased its resource protection mandates. The additional resources require new interpretive emphasis and are included in the park mission and significance statements. To adequately protect the Osotouy resources, drastic changes are required in how the park operates. Increased development is required in Osotouy to provide on-sight protection, maintenance and interpretive coverage. NPS funding procedures and programs have yet to respond to this identified need so current funding is being stretched to meet minimal coverage. If these needs are ignored by the park, the resources will undoubtedly degrade and may lose the integrity that influenced Congress to add them to the park.

Other factors that may affect Arkansas Post National Memorial and its resources within the next ten years include the construction of the Great River Bridge and Interstate 69 between Memphis and Shreveport, that may increase visitation tremendously; the increased pressure on the U.S. Army Corps of Engineers to provide increased channels for water-borne transportation corridors and the pressure from an increase in hunting with a decrease in public lands available for hunting.

Consultation

This plan is being revised at the same time as the General Management Plan for the park is being rewritten. This combined process allows the interaction and feedback from one plan to be immediately implemented in the other. The Goals established in this updated Strategic Management Plan have been restated to respond to the verbal, written and telephonic comments received to date. These comments are the result of an extensive public meeting, public contact and public awareness program implemented by the park staff with the assistance of the Denver-led GMP process as outlined in Director's Order 2.

The park's public mailing list was established and has expanded to over 400 addresses. To maintain interest in the park and to keep park neighbors and visitors informed, a quarterly newsletter was developed. The first edition was printed in October 1999 as the Arkansas Post Gazette, Vol I, and the second edition was published and mailed near the end of March 2000. Public response has been good and newsletter circulation has continued to increase.

In addition, the GMP process included an interim edition of the Gazette and it was mailed at the end of February 2000 and included a list of Alternatives for management options at Arkansas Post National Memorial. By the end of March, the Superintendent had received thirty written responses and numerous verbal comments in response to the request for future directions of the park's management plans. A listing of the responses will be presented to the GMP team during a meeting scheduled for the first week of June 2000 to be used in the Choosing By Advantages (CBA) session for the selection of the preferred management alternative.

Those individuals, agencies and organizations included within this group of respondents includes members and representatives of all sectors of the park's constituency. Federal, State, County and Community governments are represented. Civic organizations, churches, schools and ethnically focused groups have been solicited for their participation and news organizations (press, radio and television) have all provided support and response to the park request for input.

This Strategic Plan revision has received considerably more public scrutiny than the original version and reflects an attempt by the park to address those concerns expressed. However, any comments, suggestions or criticisms of the goals and plans of the park are continuously accepted and will be considered whenever possible to maintain the park in accord with its constituency.



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Government Performance and Results Act of 1993

GPRA was one of the most comprehensive of a number of laws and executive orders directing federal agencies to join the "performance management revolution" that had already been embraced by private industry and many local, state, and national governments. It has the potential to profoundly affect park and program operations.

GPRA seeks to make government both more effective and more efficient. Effectiveness is doing the right things at the right time. Efficiency is using resources wisely and without waste by looking at the cost to benefits ratio. The value of the results achieved is the "return on investment" made in the National Park Service by Congress and the American public.

GPRA required each agency to submit to the Office of Management and Budget (OMB) and the Congress:

- ◆ a six-year strategic plan by September 30, 1997,
- ◆ an Annual Performance Plan establishing performance goals starting with fiscal year 1999; and
- ◆ an Annual Performance Report reviewing the year's successes and failures and identifying areas where activities or goals need to be revised in the future. The first report was for fiscal year 1999 and was due by March 31, 2000 to the President and to the Congress.

Strategic Plans

As required by GPRA, the National Park Service developed a Servicewide Strategic Plan. During FY 1997, each park, program, and office developed their own Strategic Plans.

The Servicewide Strategic Plan includes the National Park Service's mission, mission goals, long-term goals, and external analyses. It provides the framework and direction for the entire National Park Service. Developed with public meetings and questionnaires, consultations with the Office of Management and Budget, Congress, and the Department of the Interior, it defined success for the National Park Service and showed Servicewide direction. It built on previous planning efforts and the contributions of many people within and outside of the National Park Service. The National Park Service's Strategic Plan is our 5-year performance agreement with the American people. In it, we state the value we expect to produce for the tax dollars invested in us. We state what we expect to accomplish towards our mission in the next five years. With the available fiscal and human resources (inputs) and the NPS's best efforts (outputs), these are the goals (outcomes) we expect to achieve in the next five years.

The Strategic Plan includes Servicewide mission goals that reflect our preservation mission which has a longer and indefinite time frame for goals than anticipated by GPRA. Mission goals are for perpetuity, are not quantifiable, and are comprehensive and inclusive of all that we do. Long-term goals are typically for five years, and are not all-inclusive of what we do. The long-term goals provide specific measurable goals to be achieved within the time period set. Parks and programs may create specific long-term goals for their park or program in addition to the Servicewide long-term goals.

Preparation of a park or program strategic plan brings two strands together: the Servicewide strand and the particular strand of that park or program's mission so that every strategic plan has both national and local elements. Preparation of these plans needs to involve customers, partners, and stakeholders. Such inclusion has two key benefits. First, customers, partners, and stakeholders bring different perspectives that help us focus on what's really important and what we, the National Park Service, can do best (or be the only ones to do). Second, their participation can build support for the goals and the decisions that come from these goals.

Performance Management

What is performance management? In a nutshell, performance management ensures that daily actions are guided by goal-setting, followed by performance measurement and evaluation. These performance measures help us know both how effective we are -- in fulfilling our mission -- and how efficient we are in using the least inputs to achieve the greatest outcomes. This is done by developing a mission statement, long-term and annual performance goals for all major programs that reflect the mission, then measuring and reporting on the actual performance. It focuses on outcomes rather than inputs, on results rather than funds expended or FTEs "used." The established and proven performance management approach is to establish goals - allocate resources - take action - measure results - evaluate performance.

Performance management is being very deliberate in setting and stating goals and reporting on accomplishing those goals. Long used in the private sector, it can help the National Park Service both manage and communicate better. In times of tight federal budgets, it can help us get the most out of the resources available; in times of considerable public cynicism towards the federal government, it can help show the value the National Park Service creates for the American taxpayers. Performance management focuses on the results of efforts rather than the efforts themselves. Refining where we want to be within a particular time frame, based on realistic assessments of capabilities and constraints, helps us to more effectively manage our fiscal and human resources. Performance management is not an attempt to do more with less, but an attempt to understand the fiscal and human resource environment and focus on realistic goals.

Why Do GPRA or Performance Management?

Why do GPRA? Why do performance management? It's not enough to say we do it because we have to do it. GPRA and performance management have benefits both immediate and long-term. Some of the benefits are:

- ❖ It provides common vision of the purpose and future of the park or program. With goals stated clearly and concisely, it helps people work together across traditional divisional lines and focus on what's most important.
- ❖ It helps strengthen public support for NPS resource preservation and interpretation. GPRA helps explain our mission, goals, and actions to the Congress, helping us show the results accomplished for the monies appropriated and services donated.
- ❖ It helps us communicate among ourselves, so we can tie what each of us is doing toward the mission of the National Park Service and we each know how we contribute to that mission.
- ❖ It focuses on results so we can get agreement on why we are here, what success looks like, and how to proceed.
- ❖ It encourages new ways of thinking about how to achieve results (also known as reengineering).
- ❖ It articulates the value the National Park Service creates for the public.
- ❖ It makes better arguments for budget increases (and against decreases).
- ❖ It provides a better framework for daily management decisions and a better linkage between individual contributions and organizational goals.

Performance management connects our goal setting with our operations. We need to be clear what our mission is, what our goals are, and what success looks like before we act. We have to do the right things, and to do them well. Outcomes without inputs result in wishes, not real results. Inputs and outputs without clear outcomes mean that we may be working ourselves ragged without doing what is most important to fulfilling the NPS mission.

All of the agency's performance management efforts have been integrated into a single system to avoid duplication and inconsistency. The National Park Service wants performance management to reduce reporting requirements while providing accountability and accomplishment information not previously available.

Dennis Galvin, Deputy Director of the National Park Service, once called performance management (GPRA) the "business system" of the NPS. He recognized its complexity. At the same time, performance management and GPRA takes what we have long done and helps us do it better.

Park and program managers use the formalized GPRA approach to establish a shared vision of what needs to be accomplished, develop annual work plans, measure the effectiveness of the actions taken, and incorporate lessons learned from the accomplishments.

NPS performance management creates a framework for linking Servicewide goals with the particular needs and priorities of individual parks and partnership programs. Servicewide consistency is achieved by ensuring that the mission goals established at the park or program, tailored to reflect the mission and the particular needs of that park or program, fit within the Servicewide mission goals.

Other Linkages With GPRA

Performance management has been called a "business system." As such, it should integrate the varied parts of how we manage and be comprehensive so that all the key elements are brought together. Some of the linkages are: personnel, planning, operations evaluation, and information management.

Personnel: Performance measurement supported the NPS Restructuring Plan with its clear field orientation and increased field authority by showing accomplishments. Both the Midwest Region and the Denver Service Center use performance goals as the "critical results" for their employees in the new Department of the Interior performance appraisal system.

Planning: The performance management process includes many pieces of the National Park Service's current planning process. The first three Steps may overlap work done to prepare a Statement for Management or a General Management Plan. Special attention has been given to consistency in terminology and requirements to avoid duplication and confusion.

Planning enables an organization to affect, rather than merely accept, the future. Planning sets clear goals and direction for the intended destination and provides a flexible and changing response as present and desired conditions change. National Park Service planning incorporates the requirements of regulation and policy such as public involvement and compliance issues.

Operations Evaluation: In 1995, the National Park Service Operations Evaluation, a reinvention laboratory, recommended significant changes to the process which included changing from an external review of compliance standards to an internal focus on customer service and GPRA-based outcomes.

Information management: In order to develop a reporting system as simple and expeditious as possible, information management has found ways to link GPRA reporting needs with technology.

GPRA Glossary

Inputs-- resources used in producing an output or outcome (for example: personnel, materials, time, and funding)

Output-- activity or effort (product or services) produced or provided over time or by a specific date (for example: timeliness)

Outcome-- description of the result, effect, or consequence from carrying out a program or activity (output)

Outcomes:

Mission Goals-- continue indefinitely, are inclusive of all that the National Park Service does

Long-term Goals-- for five years (range of 3 to 20 years), not inclusive; used for performance measurement and used as linkages to budget (equivalent to GPRA "general goals")

Annual Goals-- for one fiscal year, specific, not inclusive, used for performance measurement and linkages to personnel

Resources-- (1) natural and cultural: as in preserve the resources and what condition are they in; (2) the organization's fiscal and human resources: as in what is the availability.



Illustrations

Cover - Moore's Bayou

Page 1 - "Settlement of Arkansas Post 1686"

Feb 16, 1902 - St Louis Globe Democrat

Artist: GC Whitney

Page 2 - Park Location Map

Page 6 - Ship cannon

Page 13 - Notrebe's Cistern

Page 14 - Buttercups (*Ranunculus* sp.)

Page 19 - Catfish Tournament

Page 23 - White-tail deer

Page 33 - Lake Cross - the Fall

Page 43 - Visitor Center Flags

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